



ALL RIGHTS RESERVED © جميع حقوق الطبع محفوظة

No part of this book may be reproduced or utilized in any form or by any means, electronic or mechanical, including photocopying and recording or by any information storage and retrieval system, without the written permission of the publisher.

First Edition: July 2011

Supervised by:

Abdul Malik Mujahid

HEAD OFFICE

P.O. Box: 22743, Riyadh 11416 K.S.A. Tel: 00966-1-4033962/4043432 Fax: 4021659
E-mail: darussalam@awalnet.net.sa, riyadh@dar-us-salam.com Website: www.dar-us-salam.com

K.S.A. Darussalam Showrooms:

Riyadh

Olaya branch: Tel 00966-1-4614483 Fax: 4644945

Malaz branch: Tel 00966-1-4735220 Fax: 4735221

Suwailam branch: Tel & Fax-1-2860422

Jeddah

Tel: 00966-2-6879254 Fax: 6336270

Madinah

Tel: 00966-04-8234446, 8230038

Fax: 04-8151121

Al-Khobar

Tel: 00966-3-8692900 Fax: 8691551

Khamis Mushayt

Tel & Fax: 00966-072207055

Yanbu Al-Bahr Tel: 0500887341 Fax: 04-3908027

Al-Buraida Tel: 0503417156 Fax: 06-3696124

U.A.E

Darussalam, Sharjah U.A.E

Tel: 00971-6-5632623 Fax: 5632624

Sharjah@dar-us-salam.com.

PAKISTAN

Darussalam, 36 B Lower Mall, Lahore

Tel: 0092-42-724 0024 Fax: 7354072

Rahman Market, Ghazni Street, Urdu Bazar Lahore

Tel: 0092-42-7120054 Fax: 7320703

Karachi, Tel: 0092-21-4393936 Fax: 4393937

Islamabad, Tel: 0092-51-2500237 Fax: 512281513

U.S.A

Darussalam, Houston

P.O Box: 79194 Tx 77279

Tel: 001-713-722 0419 Fax: 001-713-722 0431

E-mail: houston@dar-us-salam.com

Darussalam, New York 486 Atlantic Ave, Brooklyn

New York-11217, Tel: 001-718-625 5925

Fax: 718-625 1511

E-mail: darussalamny@hotmail.com

U.K

Darussalam International Publications Ltd.

Leyton Business Centre

Unit-17, Etloe Road, Leyton, London, E10 7BT

Tel: 0044 20 8539 4885 Fax: 0044 20 8539 4889

Website: www.darussalam.com

Email: info@darussalam.com

Darussalam International Publications Limited

Regents Park Mosque, 146 Park Road

London NW8 7RG Tel: 0044- 207 725 2246

Fax: 0044 20 8539 4889

AUSTRALIA

Darussalam: 153, Haldon St, Lakemba (Sydney)

NSW 2195, Australia

Tel: 0061-2-97407188 Fax: 0061-2-97407199

Mobile: 0061-414580813 Res: 0061-2-97580190

Email: abumuaaz@hotmail.com

CANADA

Nasser Khattab

2-3415 Dixie Rd, Unit # 505

Mississauga

Ontario L4Y 4J6, Canada

Tel: 001-416-418 6619

Islamic Book Service

2200 South Sheridan way Mississauga, On

L5J 2M4

Tel: 001-905-403-8406 Ext. 218 Fax: 905-8409

MALAYSIA

Darussalam

Int'l Publishing & Distribution SDN BHD

D-2-12, Setiawangsa 11, Taman Setiawangsa

54200 Kuala Lumpur

Tel: 03-42528200 Fax: 03-42529200

Email: darussalam@streamyx.com

Website: www.darussalam.com.my

FRANCE

Editions & Librairie Essalam

135, Bd de Ménilmontant- 75011 Paris

Tel: 0033-01- 43 38 19 56/ 44 83

Fax: 0033-01-43 57 44 31

E-mail: essalam@essalam.com

SINGAPORE

Muslim Converts Association of Singapore

32 Onan Road The Galaxy

Singapore- 424484

Tel: 0065-440 6924, 348 8344 Fax: 440 6724

SRI LANKA

Darul Kitab 6, Nimal Road, Colombo-4

Tel: 0094 115 358712 Fax: 115-358713

INDIA

Islamic Books International

54, Tandel Street (North)

Dongri, Mumbai 4000 09, INDIA

Tel: 0091-22-2373 4180

E-mail: ibi@irf.net

SOUTH AFRICA

Islamic Da'wah Movement (IDM)

48009 Qualbert 4078 Durban, South Africa

Tel: 0027-31-304-6883 Fax: 0027-31-305-1292

E-mail: idm@ion.co.za

The Principles of Leadership

in the Light of Islamic Heritage
and the American Experience

by

Dr. Yusuf bin 'Uthman Al-Huzaim

Translator

Safina Yasmin Naser

Edited

Sadjiid Chaudhary



DARUSSALAM

THE DEFINITION OF 'LEADERSHIP'

"True leaders are ordinary people with exceptional resilience and extraordinary determination."

(John Seaman Garns – translated)

Linguistic Definition of 'Leadership'

(الْقَوْد) [Q-w-d]: "to be led"; it is said, *an animal is "led" in front and is "steered/driven/guided" from behind.*⁽¹⁾

Ibn Dureed mentions that the word القيادة [Al-Qiyādah]: "leadership"; "driving/steering/guiding", is derived from the verb [Q-a-d], i.e. "led", as in: The man "led" his camel, i.e. he was "leading/steering/guiding" it. Also, [Yunqād]: "compliance", "yielding", "submission", as in: the murderer was "made to yield/succumb/surrender", i.e. he was killed himself.

In *As-Suhāh fil-Lugha wal-'Ulūm* ["The Veritable Book of Language and Science"], it is confirmed as being taken from the word القيادة [Al-qiyād]: the "leading rope, halter" of an animal. In turn القيادة [Al-qiyādah] ("leadership"): is "a means of arriving at a desired aim by overcoming any obstacles and avoiding any pitfalls and whoever undertakes it must therefore adhere to this".⁽²⁾

(1) *Khazāna al-Adab* ["The Treasure of Literature"] and *Lisān al-'Arab* ["The Arab Tongue"], Vol. (3), Maktabah al-Khānjī, 4th edition, Cairo, 1997, p.84.

(2) *As-Suhāh fil-Lugha wal-'Ulūm* ["The Veritable Book of Language and Science"], Vol. (2), by 'Abdullah al-Alaylī, Dar al-Hadhāra 'Arabiyyah, first edition, Beirut, 1975, p. 261.

Al-Munjad states that القيادة [*Al-Qiyād*] refers to the one guiding the animal forward by its halter; thus, this person might be called “so and so, the halter-guider”, that is, a person might be characterized by this act, or “so and so, the guider”, which implies one concedes obediently and is used derogatively.

القيادة [*Al-qiyyādah*] (“leadership”): The leader’s base; the place where the leader operates and from which general leadership takes place, i.e. the headquarters.

القائد [*Al-Qā'id*] (“leader”), plurals include, قواد [*Qawād*], قود [*Qawad*], قادة [*Qādah*], قادات [*Qādāt*] (“leaders”): of a rectangular area of land or mountain (including) mountain peak; leading the mountain also extends to the land.⁽³⁾

Conceptual Definition of Leadership

Leadership is centered on the phenomenon of influencing others and this occurs when a person possesses particular characteristics that make him capable of exercising this influence effectively, thereby distinguishing himself as a leader.⁽⁴⁾ Thomas Gordon recognizes leadership as “a post in which a person utilizes their characteristics and qualities in order to acquire experience and education.” Frans and Sander, on the other hand, define it as “the social influences embedded within part of society.” As for Hyman, he prefers to define it as “a process by which an individual is able to direct and guide others and influence their thoughts, behavior and emotions.”⁽⁵⁾ Faysal Bāshrāhīl puts forward the definition of “a process that mobilizes

(3) Al-Munjad, *fī Al-Lughā wa al-'Ilām* [“Language and Information”], Dār al-Mashriq, 40th edition, Beirut, 2003, p.660.

(4) Māher, Dr. Ahmad, *As-Sulūk at-Tanzīmī* [“Organizational Behavior”] (section: ‘Developing Skills’), ad-Dār al-Jamī'iyya (n.d.), Alexandria, (n.ed.), p. 304.

(5) Al-Qahtānī, Dr. Sālim, *Al-Qiyāda al-Idāriyya* [“Managerial Leadership – The Transformation towards the Global Leadership Model”], first edition, Riyadh, 2001, p. 7.

people towards an aim.”⁽⁶⁾ Max Landsberg defines it as “the ability to create visions, dreams and momentum amongst a group of people.”⁽⁷⁾ In *Extraordinary Leadership*, Norman Schwarzkopf defines it as “a combination of the personal and the strategic; however, if it were necessary to dispense of one of them, then it would have to be the strategic.”⁽⁸⁾ Finally, Peter Northhouse states that leadership is “a term that describes the power relationship between a leader and his followers. Thus, it can be inferred that leaders exercise their power in order to influence others.”

In addition to the many definitions that have been put forward for the concept of leadership, which attempt to explicate the meaning of leadership, there are several key elements related to the phenomenon of leadership that can be defined as follows:

1. Leadership is a “process”
2. Leadership involves “influence”
3. Leadership is established within a “group”
4. Leadership entails “goal achievement”

In light of these key elements, the following definition will be adopted throughout this book: “Leadership is a process by which an individual influences a group of individuals to achieve a common goal.”⁽⁹⁾

Colonel Samuel Hein and Lieutenant William Thomas elaborate

(6) Bāshrāhīl, Faysal and Dr. Tāriq as-Swaydān, *Sana'a al-Qa'id* [“Forming the Leader”], third edition, Riyadh, 2004, p. 40.

(7) Landsberg and McKee, *Adwāt al-Qiyāda* [“The Tools of Leadership”], Ta'rīb Ghada ash-Shahābī, Maktabah al-'Ubaykān, first edition, Riyadh, 2003, p. 20.

(8) Peter J. Reed, *Al-Qiyāda al-Mutamīyya* [“Extraordinary Leadership”], translated by Ahmad 'Alaa', *Majmu'a Nīl Arabiyyah*, first edition, Cairo, 2005, p.35.

(9) Northhouse, Peter, *Al-Qiyāda al-Idāriyya: an-nazariyyah wat-tatbiq* [“Managerial Leadership: Theory and Practice”], translated by Dr.Salāh al-Ma'yūf, The Institute of General Administration, (n. ed.), Riyadh, 2007, p. 20.

contemporary period has duly been labelled “the Media Age”, as an inevitable outcome of the media, advertising and public relations and industrial revolutions that have taken place amidst the technological revolution. Human history has never before witnessed the extent of such persuasion. As for creative means, this has a lot to do with the faith of the leader and his manner of communicating his policies to others in the course of exhibiting his competency to attend to necessary issues and tackle challenges.

Influencing others for the sake of mobilizing them toward achieving precise goals implies that the occupational specification of the leader is to choose between alternatives, specifically: the correct aims and objectives; and the adequate and precise set of circumstances, which constitute the main priority with regard to others. In fact, in order for it to be considered a priority, the benefits of it must be considered high and at the same time, its material and human harms must be minimal.

Similarly, the aims and objectives of the leader are organized and derived from the vision envisaged by the leader in order to realize his dream for the future – a dream that will then be transferred to others and become a reality. Although this vision need not be comprehensive, it should be applicable, realistically viable, understandable to all, as well as adaptable and incorporative of the desired aims.

In terms of the leadership, this should be simplified in clear terms and its operations should be explained. However, it is not necessary to go into depth about the outcome of leadership operations, which in effect establish leadership credibility, given that the ups and downs related to the risks and threats involved in achieving economic and physical stability are many. In fact, this stability and satisfaction is vital, seeing that the chief purpose of leadership is “the other.”

THE TYPES OF LEADERSHIP

“The boss creates fear, the leader imparts confidence.

The boss lays the blame, the leader rectifies wrongs.

The boss knows everything, the leader poses questions.

The boss makes work hard, the leader makes it enjoyable.

The boss enjoys his own company, the leader enjoys the company of his crowd.”

Russel H. Ewing

Strategic Leadership (Headship)

A possible definition of “strategic leadership” might be: “The power of influencing others towards realizing a strategic goal.” The power to influence stems from the qualities enjoyed by leaders. Moreover, innate strength and divine inspiration are granted to some rather than others that thereby affords them charismatic leadership. Harīrī asserts that “after following this line of thought to understand the concept of charismatic leadership, we arrive at the following truths: ⁽¹²⁾

1. The concept of charismatic leadership suggests the existence of potential characteristics and abilities belonging to the charismatic personality that surpasses the abilities of others,

(12) Harīrī, Bāsim Yūnus, *Dawr al-Qiyādah fī al-Kārīzmiyah fī San'a al-Qarār al-Isrā'īlī: Namūdhaj Bin Jūriyūn* [“The Role of Charismatic Israeli Decision-Making: A Case Study on Ben-Gurion”], Emirates Institute for Strategic Studies and Research, Abu Dhabi, first edition, 2003, p. 21.

into an organism for growth and survival.”

Firstly, the director sets goals, he then decides on their nature, after which he sets ultimate macro goals in each area of the smaller micro goals, in terms of what needs to be done to arrive at each of these goals and how to effectively present them to those requiring them for performance.

Secondly, the director organizes and assesses the necessary activities, decisions and relations, and undertakes the delegation and division of work by dividing the work into manageable activities and delegating each activity to the relevant staff. He then brings these units together to work with the organizational framework and then appoints individual members to manage each unit of work that must be undertaken.

Thirdly, the director develops the enthusiasm, motivation, communication and formation of teams from amongst the individuals responsible for the various units of work. The director carries out these tasks drawing on the operations and relations he undertakes with his “fellow workmen” and their “resolutions”, particularly in relation to salary, recruitment and promotion, whilst remaining in constant contact with his superiors, subordinates and colleagues.

The fourth main element is performance appraisal. This entails establishing the criteria, which should take account of several factors, for measuring organizational performance as well as appraising individual performance to ensure that organizational standards are understood and met by each person.

Fifthly, the director seeks to develop and progress individuals in addition to himself.⁽¹⁸⁾

(18) Drucker, Peter, *Al-‘Idāra: al-Muhām - al-mas’liyyāt - at-Tatbīqāt* [“Management: Tasks – Responsibilities – Applications”], translated by General Muhammad ‘Abd al-Karīm, International Institution of Publishing and Distribution, first edition, Cairo, 2004, p. 33-4.

CIVIL AND MILITARY LEADERSHIP

Colonel Samuel Hein and Lieutenant William Thomas provide a definition of military leadership and describe the difference between it and civil leadership in the following statement:⁽¹⁹⁾ “The problems of military leadership in most respects resemble those faced by civil leaders, just as the same skills and knowledge are required of both of them. However, the conditions of military service and the nature of the environment that the military leader is in requires him to work in creating a number of unique circumstances, specifically in the case of the Armed Forces. Although some view the latter organization as totally authoritarian, such a broad generalization about its nature and reality can in no way be considered accurate. While this might have been true in the past, it is certainly no longer the case. The command of effective military leadership consolidates his leadership powers with his troops, so that in times of crisis and in dangerous situations, he is able to influence their behavior effectively, and correctly, whether he is exercising this leadership during drills within military training centers or within actual combat situations. Leadership within every Armed Force carries punitive measures in connection to maintaining the responsibility of all troops, in addition to other roles unique to this form of leadership. The vital importance ascribed to warfare leadership exists at all levels of administration; hence, the troop or division commander is responsible for a small band of troops who are repeatedly assigned to dangerous operations wherein they are exposed to life and death situations, and which differ only in time-

(19) Hein, Samuel and William Thomas, *Tawallā al-Qiyāda* [“Taking Leadership: The art of military leadership and its operations”], translated by Sāmī Hāshim, The Arabic Institute for Studies and Publication, second edition, Beirut, 1989, p. 13-4.

circumstances of others.

- Taking an interest in people's individual cases and displaying a spirit of enthusiasm about their ideas and efforts.
- Establishing a culture of awareness in the context of executing high-efficiency operations within the workplace.

Personal Constitution Competence – Taking up the responsibility of developing moral behavior and trust in oneself:

- Behaving with a moral and dignified disposition.
- Acquiring values and principles that help you obtain self-confidence and trust.
- Demonstrating courage in making critical decisions in accordance with principles.
- Fulfilling promises.
- Accepting accountability for your own behavior, as well as others.
- Setting a good and useful example for others.

It is possible to summarize the various criteria of model competencies for leaders according to the American Management Association. In the following model, we will see what it is that leaders do, that is, the process of leadership and key competencies.

LEADERSHIP ASSESSMENT

The following has been reported about Samrā', the daughter of Nahīl al-'Usrīyya: "She knew the Messenger of Allāh (peace be upon him), she lived a long life and she would walk around the market places enjoining good and prohibiting bad, hitting people with a whip."

(Ibn 'Abd al-Birr)

One of the best models for assessing leadership as well as being internationally recognized is the Excellence Model promoted by the European Foundation for Quality Management (EFQM). Designed as a framework for organizational management systems and balanced performance, specific and general, the EFQM Excellence Model is a practiced tool to help organizations achieve success by measuring where they are on the path to excellence. It is used widely across Europe, in the public as well as the private sectors, and is based on nine criteria:⁽³⁹⁾

- Leadership
- Policy and strategy
- Human Resource Management
- Company resources
- Operations

(39) Peter, Reid, p. 164.